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Reproductive HealthSocial and Behavioral Science Research (SBSR)

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1998

## Continuing the strengthening of situation analysis methodology: An Africa-focused approach

Robert A. Miller  
*Population Council*

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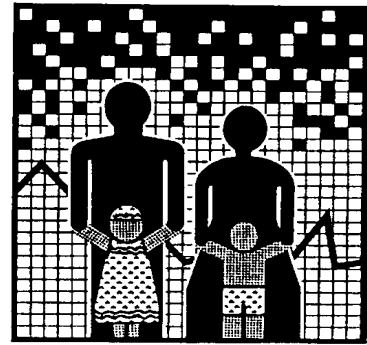
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### Recommended Citation

Miller, Robert A. 1998. "Continuing the strengthening of situation analysis methodology: An Africa-focused approach." New York: Population Council.

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**December 1998**



**OPERATIONS  
RESEARCH**  
TECHNICAL ASSISTANCE

**AFRICA PROJECT II**

**THE POPULATION COUNCIL**

# **Continuing the Strengthening of Situation Analysis Methodology**

**An Africa-Focused Approach**

**Final Subproject Report**

**Robert A. Miller, Dr. P.H.  
Africa OR/TA Project II  
The Population Council**

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# **Continuing the Strengthening of Situation Analysis Methodology: An Africa-Focused Approach**

## **Final Subproject Report**

### **I. Executive Summary:**

In 1995, the Population Council's Africa OR/TA Project II proposed a three-year subproject to organize and strengthen the Situation Analysis methodology which had been developed by the first Africa OR/TA Project in 1989. This subproject, designed to build on the work of the 1994 subproject "Strengthening Situation Analysis Methodology: A Coordinated Inter-Regional Approach," proposed to concentrate on three areas of continuing importance in the African context: (1) wider use of the established database to explore program issues in reproductive health; (2) synthesis of the vast knowledge that has been collected about African family planning programs into a monograph analyzing program issues, patterns of services, and their implications; and (3) continued assistance in training and data processing on field studies.

As will be noted below, these goals were achieved with a high level of success. The database was strengthened, expanded, made more widely available, and used to produce a substantial amount of research which was broadly disseminated and which proved influential. This included a major synthesis of the lessons learned in the African region recently produced as a monograph on clinic-based services. In addition, a Handbook was produced to provide managers and researchers with guidance on how to implement Situation Analysis studies.

During the three years of the subproject, there was heavy demand for assistance with Situation Analysis studies from both program managers and USAID staff. This was partly because the results of previous studies had proven quite useful, and also because new uses were envisioned, such as evaluating major intervention programs. As a result, Africa OR/TA staff provided assistance in the implementation of 15 additional African Situation Analysis studies. Subproject staff provided the latest versions of the study instruments, guidance on possible methodological issues, and assistance on data analysis and the dissemination and utilization of study findings. The subproject provided focused support for the utilization of study findings through two regional meetings on this subject. More than 150 participants shared experiences and recommendations for making the methodology a more productive tool. Participants included program managers, policy decision makers, USAID staff, and representatives of the CA community.

Subproject staff provided technical assistance and disseminated study methodology and findings to reproductive health staff around the world, frequently on a "remote" basis. Focused assistance was provided to the World Bank, UNFPA, and Macro International -- the organization which will be implementing facility-based studies in the future.

Overall, Situation Analysis proved to be both an extremely useful tool for program managers and a productive instrument for programmatic and methodological research. During the subproject period, more than three dozen publications, study reports, methodological papers, programmatic reviews, and syntheses of findings were produced and disseminated. The foundation for continued contributions are in place. USAID has committed itself to funding 25 studies in the future, and other organizations, such as UNFPA and DfID, are also supporting this work.

## **II. Background:**

Prior to 1989, assessment of family planning and reproductive health programs were based to a large extent on anecdotal experience and "expert" opinion. In 1989, the Africa OR/TA Project I developed the Situation Analysis in Kenya as a methodology for systematically reviewing the strengths and weaknesses of reproductive health programs. The methodology was based on an examination of the functioning of services at the field level and included an assessment of the quality of care received by clients through observation of the delivery of services. In the following few years, the methodology was widely disseminated, proved popular among program managers, and was utilized around the world.

In March 1994, the Population Council developed and USAID approved a subproject proposal titled "Strengthening Situation Analysis Methodology: A Coordinated Inter-regional Approach." This proposal reviewed the experience with Situation Analysis studies and described three problems that required attention: (1) the methodology required strengthening; (2) the existing and forthcoming data needed to be made comparable and accessible; and (3) the skills required for implementing the methodology needed to be institutionalized in other organizations, both regionally and among U.S.-based CAs.

The inter-regional subproject proposed to approach these problems through three major activities: (1) creating and coordinating the activities of an interregional Situation analysis Research Coordinating Committee; (2) hiring and guiding a data manager/analyst to solve existing data problems, develop guidelines and procedures for future data collection and distribution, and create a database of comparable information from past and future Situation Analysis studies, and assist on secondary analysis activities; and (3) train two regional research teams to conduct the many Situation Analysis studies on request in Africa.

By July 1995, considerable progress had been made on this inter-regional subproject. However, the work was not complete. The Project proposed to continue work to strengthen Situation Analysis in Africa, concentrating on three areas of continuing importance in the African context: (1) wider use of the established database to explore program issues in reproductive health; (2) synthesis of the vast knowledge that has been collected about African family planning programs into a monograph or book with descriptions and analysis of program issues, patterns of services, and their implications; and (3) continuation of assistance to field studies with training and data processing.

### III. Major Accomplishments:

#### A. Production of a Situation Analysis Handbook

In 1996, Project staff conducted a complete review of all instruments for the study, and in 1997 produced *The Situation Analysis Approach to Assessing Family Planning and Reproductive Health Services: A Handbook*. The Handbook provides a complete introduction and description of the study methodology. It discusses programmatic and methodological issues and provides specific instructions for conducting the study, including the role of each person on the research team. It includes question-by-question guides for all of the instruments as well as instructions for data analysis and reporting, including sample graphs.

The production of this Handbook marked a big step toward making the methodology available around the world without requiring the technical assistance of either Population Council personnel or other staff especially trained in conducting such studies. This book was widely distributed in English (approx. 7,000 copies). It was also produced and distributed in Spanish, and has been translated into French for printing in 1999. The handbook was produced as:

**The Situation Analysis approach to assessing family planning and reproductive health Services: A Handbook.** Miller, Robert, Andrew Fisher, Kate Miller, et al. 1997. Population Council, New York.

#### B. Production of a Monograph on Lessons from Situation Analysis Studies

A major accomplishment under the subproject was the writing and production of *Clinic-Based Family Planning and Reproductive Health Services in Africa: Findings from Situation Analysis Studies*. This book represents a close collaboration between 18 diverse contributors, including five editors. It contains the basic findings from 12 Situation Analysis studies, including a table that presents the findings on 100 variables in all studies. Results of four additional studies are used to examine changes in programs over time. The book contains chapters which:

- describe the extent to which the studies have been utilized by policy and program managers to make changes;
- test the conceptual model underlying the study methodology and conclude that the assumption of Readiness --> Quality --> Impact may not adequately describe the particular elements of readiness which have the greatest impact on quality;
- describe how quality could be improved with the reduction of missed opportunities and more consistent use of available resources;
- examine the degree to which urban service delivery points (SDPs) exhibit greater readiness and stronger infrastructure relative to rural SDPs, but conclude that these differences in readiness do not translate into the expected differences in quality;
- describe the high levels of restrictions imposed by providers on client access to particular contraceptive methods;
- analyze the extent of the challenges faced in integrating family planning, STI, and HIV/AIDS services; and

- examine the extent to which some dimensions of program quality have changed over time while others have remained stagnant or deteriorated.

A conclusion contains a summary of the major findings from all of the chapters as well as recommendations for using these results to improve the effectiveness of programs. Six thousand copies are being distributed to African program and policy managers, USAID staff, CAs, universities, donor agencies, and others. A presentation on the findings was made at the End-of-Project Conference in Nairobi, Kenya in November, 1998. Methods for linking Frontiers and Horizons to future work on the problems presented are being explored, along with wide efforts to disseminate and utilize the findings. This monograph was produced as:

**Clinic-based family planning and reproductive health services in Africa: Findings from Situation Analysis studies.** Miller, Kate, Robert Miller, Ian Askew, Marjorie C. Horn, and Lewis Ndhlovu. 1998. Population Council, New York, November.

### **C. Wider Use of the Established Database**

The database in NY was extended to contain 22 African Situation Analysis studies as well as five other studies from Asia, the Near East, and Latin America. Data from each country is located in a binder containing: (1) each of the instruments used in the study; (2) the final report of the study; (3) a disk containing all of the data from the study; and (4) various notes on the contents, process for linking the instruments, sampling, analysis of the study, and programming. The complete data set has been sent to Population Council offices in Nairobi and Dakar and to USAID in Washington. Data on individual countries has been made available to a wide range of CAs, research institutions, and students who have requested it. The database allowed the analysis resulting in the monograph described above.

In establishing the database, subproject staff are working with the Council's Webmaster to make available through the Council's website the data used for the production of the table of 100 indicators (referred to in section B above). We are attempting to establish a procedure for using the Situation Analysis data which is analogous to the one used by Macro International on its website which allows users to produce tables of some of the variables from the DHS studies

### **D. Technical Assistance on the Implementation of Many of the Situation Analysis Studies Conducted Under the Africa OR/TA Project II**

Subproject staff had varying degrees of involvement in the many Situation Analysis studies carried out during the Africa OR/TA Project II. At a minimum, subproject staff supplied the latest versions of the data collection instruments. Subproject personnel also participated in the training of field research staff, the analysis of data (especially in all four studies where time comparisons were made), and in dissemination activities. The extent of the implementation of SA studies during the Africa OR/TA Project II is presented in the following table.

**Table 1. Situation Analysis studies conducted by country, date, and special features**

<b>Country / place</b>	<b>Date</b>	<b>Special Features</b>
Botswana	1995-96	Study greatly expanded instruments and focused on STIs/HIV/AIDS
Botswana: Development of rapid methods	1996-97	New indicators developed for monitoring MCH/FP and STD/HIV services and integrated into supervisory routine visits. Also used LQAS.
Burkina Faso, Bazega SDPs	1995-98	SA used as baseline of quality in Bazega study.
Burkina Faso	1995-96	Included FGM. Funding assistance received from UNFPA. Results used by MOH to guide World Bank-funded decentralization process.
Cameroon	1997-98	
Ghana	1996-98	Designed to measure program changes. Used to evaluate special STI training in Eastern Region.
Guinea	1998	Baseline for USAID FP and Health Project.
Kenya	1995-97	First analysis of program changes between studies produced. Extensive use in future planning of Implementation Plan, Reproductive Health Strategy, and TA planning.
Senegal	1998	
Senegal	1998	Interim study to evaluate progress in clinics supported by USAID Child Survival/FP Project.
Senegal	1994-95	Baseline for USAID supported national program interventions; Extensive regional dissemination.
Senegal	1995	Disaggregated data for each of 10 regions and 47 districts. Dissemination involving many managers and providers in each of the 10 regions.
Tanzania (Zanzibar)	1994-96	Results used to design next 5-year MOH-UNFPA Project.
Tanzania (Mbeya)	1995	ODA (DfID) funding. Focus on STI/FP integration.
Zambia	1997-98	Sampling plan designed around needs of USAID/JSI bilateral, CARE Projects, and UNFPA Projects. Results served as baseline for evaluating several projects.
Zimbabwe	1996-98	Assessment of changes since 1991. Used for planning next 5-year plan.

### **E. Regional Meetings on Utilization of Situation Analysis Study Findings**

Council staff organized two meetings -- one in Nairobi for anglophone managers in May 1996, and one in Dakar for francophone managers in June, 1997 -- in order to examine systematically how different managers had used Situation Analysis study findings and share ideas for how the methodology might be made a more useful tool for improving the quality of reproductive health services. Approximately 150 program managers from throughout Africa attended the two meetings.



As a result of sharing productive experiences, several issues and recommendations discussed at these meetings became more common operating procedures for studies conducted after the meetings. Recommendations that had substantial impact included:

- Increase the involvement of providers and regional supervisors in the study process and especially in the interpretation of findings;
- Have decentralized meetings for planning issues and developing instruments in order to set the stage for increased dissemination and utilization of study findings;
- Hold regional dissemination meetings and workshops at all levels, including district staff meetings and all-staff training sessions;
- Send the study results to all managers and encourage them to share the findings with all their staff;
- Introduce findings through regular administrative channels;
- Include NGO programs in the study

Reports of these meetings were produced and widely disseminated as:

**Situation Analysis: How can we use it better?** Leonard, Ann (ed.) 1997. Report of a workshop on strengthening the utilization of Situation Analysis for planning, managing, and evaluating reproductive health services, Nairobi, Kenya, May 29-31, 1996. Population Council, Nairobi; and

**Analyse Situationnelle: Un outil de recherche en santé de la reproduction.** Gouede, Nicholas (ed.). 1998. Rapport de l'atelier sur l'analyse et l'utilisation des études d'Analyse Situationnelle, Dakar, Sénégal, 9-12 juin, 1997. Population Council, New York.

## **F. Substantial Assistance to Other Agencies on How to Use Situation Analysis Methodology**

During the subproject period, staff provided substantial assistance to donor agencies, CAs, researchers, and students. Letters, e-mails, and calls requesting information and assistance were received from around the world, and staff endeavored to provide "remote technical assistance" to all these inquirers. Staff provided more focused technical assistance to: the World Bank, the UNFPA, Macro International Inc., and other agencies.

**1. The World Bank:** In 1997, the World Bank invited subproject staff to participate in the Bank's yearly all-staff in-service training program. In preparation, staff produced a background paper and overheads on the methodology and made a technical presentation to approximately 40 Bank staff.

**2. The UNFPA:** As a result of several presentations from subproject staff to UNFPA personnel, the UNFPA requested assistance in introducing the methodology into the Arab Region. Subproject staff, at UNFPA expense, made field visits to Jordan and Yemen, developed study proposals, and provided technical supervision to study staff. In 1998, the study was successfully completed in Yemen and subproject staff participated in the analysis and dissemination workshop. The Jordan study is scheduled to be completed in early 1999. The UNFPA is bringing the head of the Yemen FP/MCH Program to NY to report on experiences and possible follow-up.

**3. Macro International:** In 1997, in order to pursue certain research and evaluation objectives, USAID decided that future facility studies should be conducted in close collaboration with DHS studies. Funding for future studies was placed within the Measure Projects and will be implemented by Macro International. Subproject staff, who are scheduled to provide some assistance to Macro under Measure II funding beginning in 1999, have provided Macro assistance during the transition or start-up period. This assistance has included: reviewing and making detailed comments on draft instruments; participating in meetings to develop new instruments for documenting and observing services to STI clients (at Tulane); participating in Macro planning meetings; and preparing notes on the Council's experience with sampling, record keeping, and gathering cost information. During this entire process staff has consistently tried to make the vast experience gained under this subproject fully available to Macro International.

**4. Other High Level Delegations:** Subproject staff have frequently been requested to prepare or deliver presentations on Situation Analysis methodology to various high level government delegations, either in the field or in New York. These have included delegations from Vietnam, India, Malawi, and Egypt.

#### **G. The Productivity of the Situation Analysis Research Effort**

In addition to the two major publications discussed above -- the Situation Analysis Handbook and the Monograph -- the Situation Analysis research effort conducted in collaboration with this subproject was enormously productive. During the period of the subproject, and with various levels of involvement of subproject staff, more than 36 program study reports, methodological papers, programmatic reviews, and syntheses of findings were produced. A selected list of these publications and papers, all of which have been supplied to USAID, (as well as some of the presentations), are listed below:

**An assessment of the Zimbabwe family planning program: Results from the 1996 Situation Analysis study.** Ndhlovu, Lewis, Hazel M.B. Dube and Caroline S. Marangwanda. 1998. Population Council's Africa OR/TA Project II and Zimbabwe National Family Planning Council. Harare, Zimbabwe. May.

**Lessons learned from Situation Analysis studies in Africa.** Ndhlovu, Lewis. 1998. Paper presented at the annual meeting of the Population Association of America, Chicago, Illinois, 2-4 April.

**Second round Situation Analysis study of family planning service delivery points in Ghana.** Twum-Baah, K. A., Edith K. Ameka, E. A. Okrah, and A. Ohene-Okai. 1997. Ghana Statistical Service, Accra, Ghana. November.

**Evaluation des programmes de santé de la reproduction.** Touré, Isseu, Nafissatou Diop, Aïssata Diallo and Diouratié Sanogo. 1997. Prepared by the Africa OR/TA Project II in cooperation with the Ministère de la Santé et de l'Action Sociale, and Programme National de Planification Familiale. Dakar, Sénégal, November.

*Also available in French by region, please select the region(s) you would like to receive in addition to the national copy:*

*Fatick                      Louga  
Kaolack Ziguinchor*

**Indicateurs de l'objectif stratégique.** Touré, Isseu, Nafissatou Diop and Diouratié Sanogo. 1997. Report of Technical Assistance provided by the Africa OR/TA Project II to the Ministère de la Santé. Dakar, Sénégal, July.

**Using a rapid assessment approach to evaluate the quality of care in an integrated program: The experience of the Family Health Division, Ministry of Health, Botswana.** Maribe, Lucy Sejo, Baker Ndugga Maggwa, Ian Askew and Kate Miller. 1997. Population Council, Nairobi, Kenya, November.

**Family planning services in Nairobi: Report of a workshop for strengthening the utilization of findings from research studies of clinic and community based family planning services of the Nairobi City Council.** Ndhlovu, Lewis and Jane Chege. 1997. The Africa OR/TA Project II, Nairobi, Kenya, September.

**An assessment of clinic-based family planning services in Kenya: Results from the 1995 Situation Analysis study.** Ndhlovu, Lewis, Julie Solo, Robert Miller, Kate Miller and Achola Ominde. 1997. The Africa OR/TA Project II, Nairobi, Kenya, January.

**A Situation Analysis of the maternal and child health/family planning (MCH/FP) program in Botswana.** Baakile, Benjamin, Baker Ndugga Maggwa, Lucy Maribe, and Robert A. Miller. 1996. Prepared by the Africa OR/TA Project II in cooperation with the Ministry of Health MCH/FP Unit, Family Health Division, Gaborone, Botswana, July.

**Deuxième Analyse Situationnelle du Programme de Planification Familiale au Burkina Faso.** Bamba, Azara, Brice Millogo, Jeanne Nougara, Youssouf Ouédraogo, Placide Tapsoba and Inoussa Kaboré. 1996. Prepared by the Africa OR/TA Project II in cooperation with the Ministère de la Santé de l'Action Sociale et de la Famille, Ouagadougou, Burkina Faso, July.

**The Zanzibar Family Planning Situation Analysis Study.** Mapunda, Patiens and the Africa OR/TA Project II. 1996. Ministry of Health, Zanzibar, Tanzania and the Africa OR/TA Project II, Nairobi, Kenya, May.

**Analyse Situationnelle des services de planification familiale dans les régions de Koulikoro et Sikasso, Mali.** Mbodji, Fara. 1996. A report of Technical Assistance provided by the Africa OR/TA Project II to the Centre d'Etudes et de Recherche sur la Population pour le Développement (CERPOD), Bamako, Mali, August.

**The unmet family planning needs of breastfeeding women: Lessons from Nigeria and Senegal.** Measham, Diana, Karen Stein and Beverly Winikoff. 1996. A report of Technical Assistance provided by the Africa OR/TA Project II to Wellstart International and the Population Council's Ebert Program. Population Council, New York, USA.

**A comparison of the 1995 and 1989 Kenya Situation Analysis findings.** Miller, Robert, Kate Miller, Lewis Ndhlovu, Julie Solo and Ominde Achola. 1996. Paper presented at the annual meeting of the American Public Health Association, New York, New York, 17-21 November. Also published in *African Journal of Fertility, Sexuality, and Reproductive Health* 1(2):162-168.

**Mbeya Family Health Project Situation Analysis study.** Family Health Project. 1995. A report of Technical Assistance provided by the Africa OR/TA Project II to The British Council and UK Overseas Development Administration Family Health Project, Mbeya, Tanzania, December.

**Analyse Situationnelle du système de prestation de services de planification familiale au Sénégal.** Diop, Marième, Isseu Touré, Nafissatou Diop, Diouratié Sanogo, and Aristide Aplogan. 1995. Prepared by the Africa OR/TA Project II in cooperation with the Ministère de la Santé et de l'Action Sociale, and Programme National de Planification Familiale. Dakar, **Sénégal**, February.

*Available in English (condensed) and French.*

*Also available in French by region:*

Dakar                      Kolda                      Thiès  
Diourbel/Louga                      Ziguinchor  
Fatick                      Saint Louis  
Kaolack/Tambacounda

**Quality of care in African family planning programs: A survey of findings from Situation Analysis studies.** Miller, Robert, Kate Miller, and Dina Kotkin. 1995. Paper submitted to the United Nations Population and Development Expert Group on Quality of Care, New York, September.

**Quality of care in family planning service delivery in Kenya: Clients' and providers' perspectives. Summary report.** Ndhlovu, Lewis. 1995. The Africa OR/TA Project II, Nairobi, Kenya, August. *Available in English and French.*

**Synthèse des résultats des études d'Analyses Situationnelles au Bénin, Burkina Faso, Madagascar et Sénégal.** Sanogo, Diouratié, Youssouf Ouédraogo, Placide Tapsoba, and Annamaria Cerulli. 1995. Paper presented at the Conférence Régionale Francophone sur l'Amélioration de l'Accessibilité et la Qualité des Services de Santé de la Reproduction et de Planification Familiale. Ouagadougou, Burkina Faso, 12-18 March.

**Findings from the sub-Saharan Africa urban family planning study: Mombasa City report.** Maggwa, Baker N., Ityai Muvandi, Martin Gorosh, et al. 1995. A report of Technical Assistance provided by the Africa OR/TA Project II to the SEATS Project. John Snow Inc., Washington, D.C., March.

**Findings from the sub-Saharan Africa urban family planning study: Blantyre City report.** Maggwa, Baker N., Ityai Muvandi, Martin Gorosh, et al. 1995. A report of Technical Assistance provided by the Africa OR/TA Project II to the SEATS Project. John Snow Inc., Washington, D.C., March.

**Findings from the sub-Saharan Africa urban family planning study: Bulawayo City report.** Muvandi, Ityai, Baker Ndugga Maggwa, Martin Gorosh, et al. 1995. A report of Technigcal Assistance provided by the Africa OR/TA Project II to the SEATS Project. John Snow Inc., Washington, D.C., March.

**Indicators for measuring the quality of family planning services in Nigeria.** Askew, Ian, Barbara Mensch and Alfred Adewuyi. 1994. *Studies in Family Planning* 25(5):268-283.

**Using Situation Analysis data to assess the functioning of family planning clinics in Nigeria, Tanzania, and Zimbabwe.** Mensch, Barbara, Andrew Fisher, Ian Askew, et al. 1994. *Studies in Family Planning* 25(1):18-31.

**Using Situation Analysis to develop quality of care indicators: Examples from Ghana, Nigeria, and Tanzania.** Mensch, Barbara. 1993. Paper presented at the Africa Operations Research and Technical Assistance Project Conference, Nairobi, Kenya, 4-7 October.

Mensch, Barbara, Robert Miller, Andrew Fisher, et al. 1994. **Family planning in Nairobi: A Situation Analysis of the city commission clinics.** *International Family Planning Perspectives* 20(2): 48-54. New York: The Alan Guttmacher Institute.

**Strengthening the utilization of family planning Operations Research: Findings from case studies in Africa.** Solo, Julie, Annamaria Cerulli, Robert Miller, Ian Askew, and Elizabeth Pearlman. 1998. Population Council's Africa OR/TA Project II, Nairobi, Kenya. June.

**The reliability of the Situation Analysis observation guide.** Huntington, Dale, Barbara Mensch and Kate Miller. 1996. *Studies in Family Planning* 27(5):277-282.

**Survey questions for the measurement of induced abortion.** Huntington, Dale, Barbara Mensch, and Vincent C. Miller. 1996. *Studies in Family Planning* 27(3):155-161.

**Key indicators for measurement of quality of family planning services.** Askew, Ian, Kate Miller, and Barbara Mensch. 1995. Paper presented at The EVALUATION Project s Service Delivery Working Group s meeting, Washington, D.C., 5 October.

Diop, Nafissatou, Annamaria Cerulli, and Diouratié Sanogo. 1996. **Regional dissemination of Senegal s Situation Analysis study results: A promising way to maximize operations research utilization.** *African Journal of Fertility, Sexuality and Reproductive Health* 1(2):169-173.

Fisher, Andrew, Robert Miller, Ian Askew, Barbara Mensch, Anrudh Jain and Dale Huntington. 1996. **The Situation Analysis approach to assessing the supply side of family planning programmes.** *African Journal of Fertility, Sexuality and Reproductive Health.* 1(2):121-135.

Mensch, Barbara, Robert Miller and Vincent Miller. 1994. **Focusing on quality with Situation Analysis.** *Planned Parenthood Challenges 2*, London: International Planned Parenthood Federation.